

## Section IX: Program 7000: Office of Land Use, Inspectional Services and Economic Development

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This section includes detailed information about the FY2016 Operating Budget & Financing Plan for the Office of Land Use, Inspectional Services and Economic development. It includes:

- |                             |       |
|-----------------------------|-------|
| • Program Summary           | IX-2  |
| • 7110 Building and Zoning  | IX-7  |
| • 7120 Administration       | IX-11 |
| • 7130 Conservation         | IX-15 |
| • 7140 Health               | IX-19 |
| • 7200 Planning             | IX-23 |
| • 7300 Economic Development | IX-27 |

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## **7100 Program Summary**

*Town of Lexington, Massachusetts*

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**Mission:** The Office of Land Use, Inspectional Services and Economic Development includes those departments that manage and promote residential and commercial development in Lexington while protecting the health and safety of residents through local bylaws and regulations, as well as state statutes and regulations, in the areas of public health, building code, zoning, wetland protection and land-use. By consolidating these various operations under the management of an Assistant Town Manager, the Town will be able to further streamline code enforcement, program and policy development, and outreach and educational activities related to commercial, residential and public development. At the time this document was prepared, the Town manager and Board of Selectmen were finalizing this new organizational structure.

**Budget Overview:** The Office of Land Use, Inspectional Services and Economic Development is comprised of: Building and Zoning, Conservation, Health, the Planning Department and the Economic Development Office.

The Building and Zoning Division is responsible for enforcing the State building, electrical, gas, and plumbing codes, the local zoning bylaw, and Architectural Access Board Regulations.

The Conservation Division is responsible for administering and enforcing the State and local wetland protection codes and the State Stormwater Management Regulations, managing over 1,400 acres of Town-owned conservation land, and providing outreach and education concerning natural and watershed resources.

The Health Division is responsible for enforcing State and local health codes, administering health screening and vaccination programs, evaluating community health needs and developing intervention programs to prevent disease and disability.

The Planning Department supports the Planning Board in the implementation of the Comprehensive Plan, the administration of the Subdivision Regulations, the determination of adequacy of unaccepted streets, the granting of special permits for residential development, site plan review and granting of special permits within the CM District, and the review of planned development district proposals that go to Town Meeting. In addition, the staff engages in short and long term planning in regard to growth and development issues in Lexington, being active participants in various committees dealing with issues of transportation, affordable housing and economic development, as well as participating in regional and statewide initiatives.

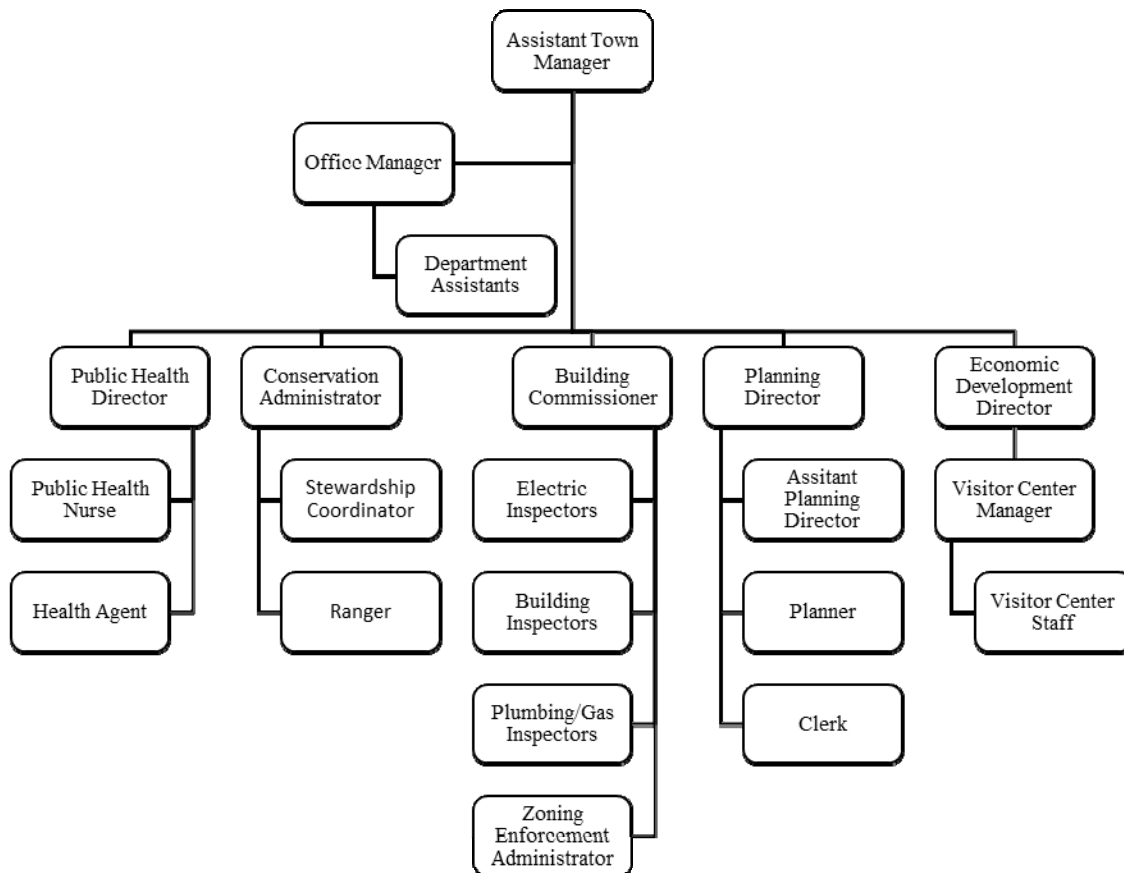
The Economic Development Office works to encourage new investment and support our local businesses. It serves as a liaison for businesses and works to address business-related issues from parking to updating land use policy. The Office also works to retain and expand local businesses by providing information, conducting research, supporting a visitor-based economy, and leveraging State economic development tools and resources designed to improve the business environment. Beginning in September, 2014, the Economic Development Office took over responsibility for managing the Visitors Center after the Chamber of Commerce ended their long-time agreement with the Town to do so. In addition, at the request of the Board of Selectmen the Economic Development office will provide additional staff support to the Tourism Committee regarding their operational activities and visitor programs.

## 7100 Program Summary

*Town of Lexington, Massachusetts*

### Office Initiatives:

1. Effect the transition to the newly created Office of Land Use, Inspectional Services and Economic Development.



## 7100 Program Summary

*Town of Lexington, Massachusetts*

### Authorized/Appropriated Staffing

	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Request
Assistant Town Manager				1
Administration Department Office Manager	1	1	1	1
Administration Department Assistants	4	4	4	4
Economic Development Director	1	1	1	1
Economic Development/Visitor Center Coordinator				1
Visitor Services Manager <sup>1</sup>				1
Visitor Center Staff (6PT) <sup>1</sup>				4.75
Battle Green Guides	Seasonal	Seasonal	Seasonal	Seasonal
Liberty Ride Coordinator	0.5	0.7	0.7	0.7
Liberty Ride Guides	Seasonal	Seasonal	Seasonal	Seasonal
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	0.63	0.63	1	1
Planning Dept. Clerk/Admin. Assistant	1	1	1	1
Conservation Administrator	1	1	1	1
Stewardship Coordinator	1	1	1	1
Town Ranger	0	0.3	0.3	0.3
Public Health Director	1	1	1	1
Health Agent	1	1	1	1
Health Nurse <sup>2</sup>	0.6	0.6	0.6	0.6
Building Commissioner	1	1	1	1
Building Inspectors	2	2	2	2
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspectors	1	1	1	1
Part-Time Electric Inspector	PT	PT	PT	PT
Part-time Plumbing Inspector	PT	PT	PT	PT
<b>sub-total FTE</b>	<b>21.33</b>	<b>21.83</b>	<b>22.2</b>	<b>29.95</b>
<b>Total FT/PT</b>	<b>19FT/5PT + Seas.</b>	<b>19FT/6PT + Seas.</b>	<b>20FT/5PT + Seas.</b>	<b>22FT/11PT + Seas.</b>

**Explanatory Notes:**

<sup>1</sup>These Visitor Center positions were previously employees of the Chamber of Commerce via a contract with the Town. The Chamber funded the staff support of the Visitors Center through the gift shop revenues. In September 2014 the Town took over the Visitor Center Operations at the request of the Chamber.

<sup>2</sup>The Full-Time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY 2009.

## 7100 Program Summary

*Town of Lexington, Massachusetts*

### Budget Recommendations:

The FY2016 recommended All Funds Office of Land Use, Inspectional Services/Economic Development (LU/IS/ED) budget inclusive of the General Fund operating budget, the Liberty Ride, Visitor Center and Health Program Revolving Funds, is \$2,521,938. The recommended budget is a \$283,539, or 12.67% increase over the restated FY2015 budget. The FY2015 budget is restated to reflect cost of living increases that were not included in the FY2015 budget as adopted at the 2014 annual town meeting.

The FY2016 recommended LU/IS/ED General Fund operating budget is \$2,111,067, which is a \$256,995, or 13.86% increase from the restated FY2015 General Fund budget.

The General Fund operating budget for Compensation is \$1,752,910 and reflects a \$189,477, or 12.12% increase, which is attributable to the cost of prospective step increases and program improvements of \$102,499 for the addition of the Assistant Town Manager position and \$58,641 for an Economic Development/Visitor Services Coordinator. FY16 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$358,157 and reflects a \$67,518, or 23.23% increase which is primarily driven by recommended program improvements throughout the budget.

The FY16 recommended budget for the Health Program, Liberty Ride, and Visitor Center revolving funds is \$410,871, a \$26,544, or 6.91% increase driven primarily by increases for the Visitor Center.

### Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared)	Total	
Management Position	\$ 102,499	\$ 15,321	\$ 117,820	\$ 102,499	\$ 15,321	\$ 117,820	\$ -
Increase in hours of Alternate Inspector	\$ 11,600	\$ 168	\$ 11,768	\$ 11,600	\$ 168	\$ 11,768	\$ -
Townwide Boardwalk and Bridge Maintenance	\$ 1,500	\$ -	\$ 1,500	\$ 1,500	\$ -	\$ 1,500	\$ -
Meagheville Bridge Renovation	\$ 1,100		\$ 1,100	\$ 1,100	\$ -	\$ 1,100	
Daisy Wilson Meadow Improvements	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -	\$ 3,000	\$ -
Conservation Contractual Hours - wetlands specialist	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Rodent Control Survey and Baiting	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ -
Battle Road Scenic Byway Project	\$ 5,000		\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ -
Comprehensive Plan Update, Economic Development	\$ 50,000		\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Recording Secretary - Tourism	\$ 2,081	\$ 30	\$ 2,111	\$ -	\$ -	\$ -	\$ 2,111
Middlesex3 Coalition Annual Membership	\$ 2,000		\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ -
Distributor of Visitor Guides (part-time)	\$ 1,020	\$ 286	\$ 1,306	\$ -	\$ -	\$ -	\$ 1,306
Economic Development/Visitor Services Coordinator	\$ 58,641	\$ 14,792	\$ 73,433	\$ 58,641	\$ 14,792	\$ 73,433	\$ -

# 7100 Program Summary

Town of Lexington, Massachusetts

## Budget Summary:

Funding Sources (All Funds)	FY 2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 12,480	\$ (1,316)	\$ 436,832	\$ 591,690	\$ 154,857	35.45%
TDM Stabilization Fund	\$ -	\$ -	\$ -	\$ 45,400	\$ 45,400	-
Liberty Ride Revolving Fund	\$ 181,558	\$ 212,275	\$ 270,327	\$ 279,871	\$ 9,544	3.53%
Visitor Center Revolving Fund	\$ -	\$ -	\$ 100,000	\$ 117,000	\$ 17,000	17.00%
Health Department Revolving Fund	\$ 9,787	\$ 9,141	\$ 14,000	\$ 14,000	\$ -	0.00%
Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Departmental Fees	\$ 77,676	\$ 93,312	\$ 75,537	\$ 82,044	\$ 6,507	8.61%
Licenses & Permits	\$ 1,486,196	\$ 1,463,628	\$ 1,341,702	\$ 1,391,933	\$ 50,231	0.04
<b>Total 7100</b>	<b>\$ 1,767,697</b>	<b>\$ 1,777,041</b>	<b>\$ 2,238,398</b>	<b>\$ 2,521,938</b>	<b>\$ 283,539</b>	<b>12.67%</b>

Appropriation Summary (All Funds)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,392,308	\$ 1,413,417	\$ 1,693,377	\$ 1,896,115	\$ 202,737	11.97%
Expenses	\$ 375,388	\$ 363,624	\$ 545,021	\$ 625,823	\$ 80,802	14.83%
<b>Total 7100</b>	<b>\$ 1,767,697</b>	<b>\$ 1,777,041</b>	<b>\$ 2,238,398</b>	<b>\$ 2,521,938</b>	<b>\$ 283,539</b>	<b>12.67%</b>

Level-Service Requests (All Funds)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Total 7110 Building & Zoning	\$ 507,244	\$ 444,824	\$ 567,750	\$ 560,433	\$ (7,316)	-1.29%
Total 7120 Administration	\$ 234,959	\$ 233,290	\$ 276,990	\$ 378,327	\$ 101,336	36.58%
Total 7130 Conservation	\$ 190,805	\$ 195,697	\$ 230,820	\$ 238,228	\$ 7,408	3.21%
Total 7140 Health	\$ 251,125	\$ 264,609	\$ 279,371	\$ 299,500	\$ 20,129	7.21%
Total 7200 Planning	\$ 284,505	\$ 304,223	\$ 348,116	\$ 359,145	\$ 11,028	3.17%
Total 7310 Economic Development	\$ 299,059	\$ 334,399	\$ 535,351	\$ 686,305	\$ 150,954	28.20%
<b>Total 7100</b>	<b>\$ 1,767,697</b>	<b>\$ 1,777,041</b>	<b>\$ 2,238,398</b>	<b>\$ 2,521,938</b>	<b>\$ 283,539</b>	<b>12.67%</b>

Object Code Summary (All Funds)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,386,529	\$ 1,407,434	\$ 1,673,716	\$ 1,875,263	\$ 201,546	12.04%
Overtime	\$ 5,779	\$ 5,984	\$ 19,661	\$ 20,852	\$ 1,191	6.06%
Personal Services	\$ 1,392,308	\$ 1,413,417	\$ 1,693,377	\$ 1,896,115	\$ 202,737	11.97%
Contractual Services <sup>1</sup>	\$ 327,539	\$ 318,788	\$ 427,442	\$ 498,275	\$ 70,833	16.57%
Utilities	\$ 9,325	\$ 9,963	\$ 12,852	\$ 13,752	\$ 900	7.00%
Supplies	\$ 37,776	\$ 33,885	\$ 92,227	\$ 102,796	\$ 10,569	11.46%
Small Capital	\$ 749	\$ 988	\$ 12,500	\$ 11,000	\$ (1,500)	-12.00%
Expenses	\$ 375,388	\$ 363,624	\$ 545,021	\$ 625,823	\$ 80,802	14.83%
<b>Total 7100</b>	<b>\$ 1,767,697</b>	<b>\$ 1,777,041</b>	<b>\$ 2,238,398</b>	<b>\$ 2,521,938</b>	<b>\$ 283,539</b>	<b>12.67%</b>

Appropriation Summary (General Fund)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,350,776	\$ 1,358,506	\$ 1,563,432	\$ 1,752,910	\$ 189,477	12.12%
Expenses	\$ 238,256	\$ 197,047	\$ 290,639	\$ 358,157	\$ 67,518	23.23%
<b>Total 7100</b>	<b>\$ 1,589,033</b>	<b>\$ 1,555,553</b>	<b>\$ 1,854,071</b>	<b>\$ 2,111,067</b>	<b>\$ 256,995</b>	<b>13.86%</b>

Appropriation Summary (Non-General Fund)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation						
7320 - Liberty Ride Revolving Fund	\$ 41,532	\$ 54,911	\$ 79,945	\$ 83,255	\$ 3,310	4.14%
7340 - Visitor Center	\$ -	\$ -	\$ 50,000	\$ 59,950	\$ 9,950	19.90%
	<b>\$ 41,532</b>	<b>\$ 54,911</b>	<b>\$ 129,945</b>	<b>\$ 143,205</b>	<b>\$ 13,260</b>	<b>10.20%</b>
Expenses						
7140 - Health Program Revolving Fund	\$ 9,787	\$ 9,141	\$ 14,000	\$ 14,000	\$ -	-
7320 - Liberty Ride Revolving Fund	\$ 127,345	\$ 157,436	\$ 190,382	\$ 196,616	\$ 6,234	3.27%
7340 - Visitor Center	\$ -	\$ -	\$ 50,000	\$ 57,050	\$ 7,050	14.10%
	<b>\$ 137,132</b>	<b>\$ 166,577</b>	<b>\$ 254,382</b>	<b>\$ 267,666</b>	<b>\$ 13,284</b>	<b>5.22%</b>
<b>Total 7100</b>	<b>\$ 178,664</b>	<b>\$ 221,488</b>	<b>\$ 384,327</b>	<b>\$ 410,871</b>	<b>\$ 26,544</b>	<b>6.91%</b>

<sup>1</sup> FY2015 Expenses do not include a \$69,120 Appropriation Committee Reserve Fund Transfer for the Town's share of the costs of the Rev Bus between Hartwell Avenue and the Alewife T station.

## 7110 Building and Zoning

*Town of Lexington, Massachusetts*

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**Mission:** The Building and Zoning Office serves a regulatory function with the goal of protecting the health and safety of residents. This role is fulfilled through the enforcement of building, zoning and land use regulations

**Budget Overview:** The Building Division enforces state building, electrical, plumbing, gas and mechanical codes, Architectural Access Board Regulations, and local zoning by-laws. Staff, comprised of the Building Commissioner, Building Inspectors, Electrical Inspector, Plumbing & Gas Inspector, and Zoning Enforcement Administrator, review construction drawings and specifications, issue permits, conducts inspections of new construction, conduct periodic inspections of restaurants, day care centers, schools, religious institutions, museums, places of public assembly and multi-family housing, levy fines or prosecute when necessary to maintain code compliance.

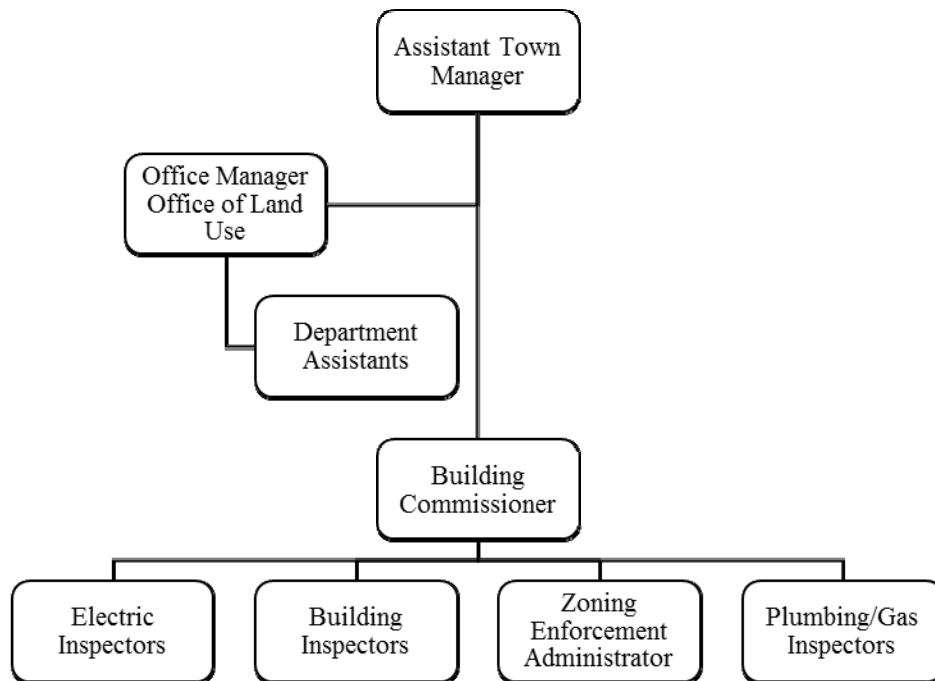
### Departmental Initiatives:

1. Implement ViewPermit software to provide residents, builders and developers with a comprehensive electronic permit management and tracking system with the goal of making the permitting process more efficient and expedient.



## 7110 Building and Zoning

Town of Lexington, Massachusetts



### Authorized/Appropriated Staffing

	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Request
Building Commissioner	1	1	1	1
Building Inspectors	2	2	2	2
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspectors	1	1	1	1
Part-Time Electric Inspector	PT	PT	PT	PT
Part-time Plumbing Inspector	PT	PT	PT	PT
<b>Total FTE</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Total FT/PT</b>	<b>6FT/2PT</b>	<b>6FT/2PT</b>	<b>6FT/2PT</b>	<b>6FT/2PT</b>

## 7110 Building and Zoning

*Town of Lexington, Massachusetts*

### Budget Recommendations:

The FY2016 recommended Building and Zoning budget is \$560,433, a \$7,316, or 1.29% decrease over the restated FY2015 budget. The FY2015 budget is restated to reflect cost of living increases that were not included in the FY2015 budget as adopted at the 2014 annual town meeting.

The recommended budget for Compensation is \$494,793 and reflects a \$7,316, or 1.46% decrease, which is attributable staff turnover and the hiring of new employees at lower steps. FY16 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$65,640 and reflects a level funded expense budget for FY16.

### Program Improvement Requests:

	Request			Recommended			
	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	
Description							Not Recommended
Increase in hours of Alternate Inspector	\$ 11,600	\$ 168	\$ 11,768	\$ 11,600	\$ 168	\$ 11,768	\$ -

## 7110 Building and Zoning

Town of Lexington, Massachusetts

### Budget Summary:

Funding Sources	FY 2013 Actual	FY 2014 Actual	FY2015 Estimated	FY2016 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ (944,493)	\$ (979,820)	\$ (739,632)	\$ (795,373)	\$ (55,741)	7.54%
Directed Funding						
Departmental Fees	\$ 13,783	\$ 11,765	\$ 12,000	\$ 12,801	\$ 801	6.68%
Licenses and Permits	\$ 1,437,955	\$ 1,412,878	\$ 1,295,382	\$ 1,343,005	\$ 47,623	3.68%
<b>Total 7110 Building and Zoning</b>	<b>\$ 507,244</b>	<b>\$ 444,824</b>	<b>\$ 567,750</b>	<b>\$ 560,433</b>	<b>\$ (7,316)</b>	<b>-1.29%</b>

Appropriation Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 450,404	\$ 403,267	\$ 502,110	\$ 494,793	\$ (7,316)	-1.46%
Expenses	\$ 56,840	\$ 41,556	\$ 65,640	\$ 65,640	\$ -	0.00%
<b>Total 7110 Building and Zoning</b>	<b>\$ 507,244</b>	<b>\$ 444,824</b>	<b>\$ 567,750</b>	<b>\$ 560,433</b>	<b>\$ (7,316)</b>	<b>-1.29%</b>

Program Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Total 7110 Building and Zoning	\$ 507,244	\$ 444,824	\$ 567,750	\$ 560,433	\$ (7,316)	-1.29%
<b>Total 7110 Building and Zoning</b>	<b>\$ 507,244</b>	<b>\$ 444,824</b>	<b>\$ 567,750</b>	<b>\$ 560,433</b>	<b>\$ (7,316)</b>	<b>-1.29%</b>

Object Code Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 448,708	\$ 401,895	\$ 497,110	\$ 489,793	\$ (7,316)	-1.47%
Overtime	\$ 1,696	\$ 1,373	\$ 5,000	\$ 5,000	\$ -	0.00%
<i>Personal Services</i>	<i>\$ 450,404</i>	<i>\$ 403,267</i>	<i>\$ 502,110</i>	<i>\$ 494,793</i>	<i>\$ (7,316)</i>	<i>-1.46%</i>
Contractual Services	\$ 48,069	\$ 28,126	\$ 54,060	\$ 54,060	\$ -	0.00%
Utilities	\$ 5,731	\$ 6,150	\$ 7,480	\$ 7,480	\$ -	0.00%
Supplies	\$ 3,040	\$ 7,280	\$ 4,100	\$ 4,100	\$ -	0.00%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenses</i>	<i>\$ 56,840</i>	<i>\$ 41,556</i>	<i>\$ 65,640</i>	<i>\$ 65,640</i>	<i>\$ -</i>	<i>0.00%</i>
<b>Total 7110 Building and Zoning</b>	<b>\$ 507,244</b>	<b>\$ 444,824</b>	<b>\$ 567,750</b>	<b>\$ 560,433</b>	<b>\$ (7,316)</b>	<b>-1.29%</b>

## **7120 Administration**

*Town of Lexington, Massachusetts*

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**Mission:** To develop comprehensive regulatory and technical assistance services to town residents and commercial entities transacting business with the Town.

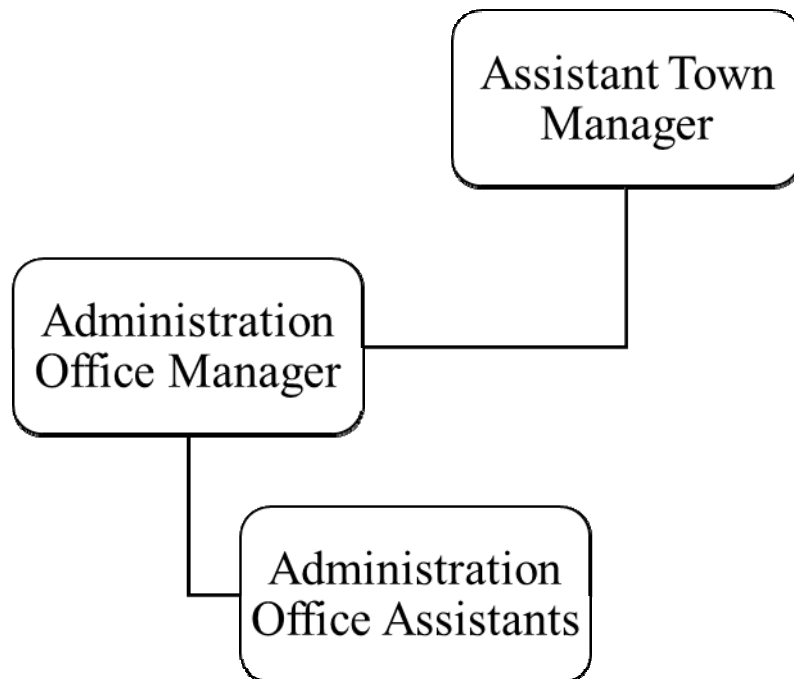
**Budget Overview:** Administration provides management oversight and administrative support to the Building and Zoning, Health, Conservation, Planning and Economic Development Departments and to the numerous boards and commissions, including the Zoning Board of Appeals and Historic Districts Commission, and coordinates their daily operations. The staff, comprised of a newly created position of Assistant Town Manager, an Office Manager and three Department Clerks, schedules and coordinates hearings, sets agendas, processes applications and permits, inputs data into access databases, maintains files, circulates petitions among Town boards and officials, prepares meeting notices, agendas and minutes, determines and notifies abutters, communicates with the public, attends meetings, performs payroll and accounts payable functions, makes daily deposits, and files all final documentation. The newly created Assistant Town Manager position will oversee all operations of the departments included in the re-organized Office of Land Use, Inspectional Services and Economic Development program.

### **Departmental Initiatives:**

1. Effect the transition to the newly created Office of Land Use, Inspectional Services and Economic Development.
2. Continue to implement the Laserfiche Document Imaging software to facilitate records management, storage and access.

**7120 Administration**

*Town of Lexington, Massachusetts*



**Authorized/Appropriated Staffing**

	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Request
Assistant Town Manager				1
Department Assistants	4	4	4	4
Office Manager	1	1	1	1
<b>Total FTE</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>
<b>Total FT/PT</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>

## 7120 Administration

*Town of Lexington, Massachusetts*

### Budget Recommendations:

The recommended FY2016 General Fund budget for the Office of Administration is \$378,327, a \$101,336, or 36.58% increase over the restated FY2015 budget driven primarily by the recommended addition of the new position of Assistant Town Manager to oversee the newly reorganized Office of Land Use, Inspectional Services and Economic Development (LU/IS/ED). The FY2015 budget is restated to reflect cost of living increases that were not included in the FY2015 budget as adopted at the 2014 annual town meeting.

The General Fund operating budget for Compensation is \$362,267 and reflects a \$111,836, or 44.66% increase, which is attributable mainly to the newly created position of Assistant Town Manager who will oversee the activities of the Office of LU/IS/ED, as well as the cost of prospective step increases for existing employees. FY16 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$16,060 and reflects a \$10,500, or 39.53% decrease which is primarily driven by the fact that FY15 included an expenditure of \$10,500 for small office equipment which will not recur in FY16. All other expenses are level-funded.

### Program Improvement Requests:

	Request			Recommended			
	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	
Description							Not Recommended
Management Position	\$ 102,499	\$ 15,321	\$ 117,820	\$ 102,499	\$ 15,321	\$ 117,820	\$ -

## 7120 Administration

Town of Lexington, Massachusetts

### Budget Summary:

Funding Sources	FY 2013 Actual	FY 2014 Actual	FY2015 Estimated	FY2016 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 213,440	\$ 219,763	\$ 258,413	\$ 378,327	\$ 119,914	46.40%
Directed Funding						
Departmental Fees	\$ 21,519	\$ 13,526	\$ 18,577	\$ 17,870	\$ (708)	-3.81%
<b>Total 7120 Administration</b>	<b>\$ 234,959</b>	<b>\$ 233,290</b>	<b>\$ 276,990</b>	<b>\$ 378,327</b>	<b>\$ 101,336</b>	<b>36.58%</b>

Appropriation Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 202,082	\$ 223,857	\$ 250,430	\$ 362,267	\$ 111,836	44.66%
Expenses	\$ 32,877	\$ 9,432	\$ 26,560	\$ 16,060	\$ (10,500)	-39.53%
<b>Total 7120 Administration</b>	<b>\$ 234,959</b>	<b>\$ 233,290</b>	<b>\$ 276,990</b>	<b>\$ 378,327</b>	<b>\$ 101,336</b>	<b>36.58%</b>

Program Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Total 7120 Regulatory Support	\$ 234,959	\$ 233,290	\$ 276,990	\$ 378,327	\$ 101,336	36.58%
<b>Total 7120 Administration</b>	<b>\$ 234,959</b>	<b>\$ 233,290</b>	<b>\$ 276,990</b>	<b>\$ 378,327</b>	<b>\$ 101,336</b>	<b>36.58%</b>

Object Code Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 199,759	\$ 220,510	\$ 243,030	\$ 354,867	\$ 111,836	46.02%
Overtime	\$ 2,323	\$ 3,348	\$ 7,400	\$ 7,400	\$ -	0.00%
Personal Services	\$ 202,082	\$ 223,857	\$ 250,430	\$ 362,267	\$ 111,836	44.66%
Contractual Services	\$ 25,867	\$ 5,400	\$ 7,994	\$ 7,994	\$ -	0.00%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Supplies	\$ 7,010	\$ 4,032	\$ 8,066	\$ 8,066	\$ -	0.00%
Small Capital	\$ -	\$ -	\$ 10,500	\$ -	\$ (10,500)	-
Expenses	\$ 32,877	\$ 9,432	\$ 26,560	\$ 16,060	\$ (10,500)	-39.53%
<b>Total 7120 Administration</b>	<b>\$ 234,959</b>	<b>\$ 233,290</b>	<b>\$ 276,990</b>	<b>\$ 378,327</b>	<b>\$ 101,336</b>	<b>36.58%</b>

## **7130 Conservation**

*Town of Lexington, Massachusetts*

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**Mission:** To protect the health and safety of Town residents through education about and regulation of natural areas and wetlands.

**Budget Overview:** The Conservation Division responsibilities include administering, interpreting, and enforcing all applicable State laws and Local codes; counseling, guiding, and educating the public on environmental issues; researching and reporting on relevant issues for the Commission meetings to aid the Commission in key decision making; enforcing permit conditions through construction inspections, and managing conservation areas and the Land and Watershed Stewardship Program. The Conservation Administrator manages and supervises the Conservation staff and operations and, along with the Conservation Stewardship Coordinator, performs administrative, supervisory, professional, and technical work in connection with managing and directing comprehensive environmental programs.

The Conservation Division is responsible for administering and enforcing the State and local wetland protection codes and the State Stormwater Management Regulations, managing over 1,400 acres of Town-owned conservation land, and providing outreach and education concerning natural and watershed resources.

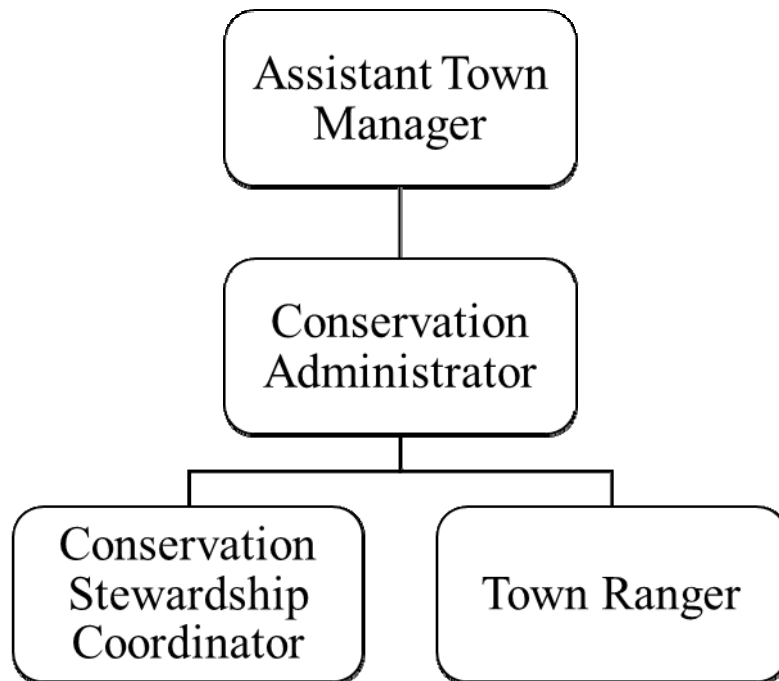
### **Departmental Initiatives:**

1. Continue to implement the Willard's Woods Action Plan, including increased education and enforcement regarding regulations.
2. Implement Land Management Plans per approved Policies and Procedures Guidelines and Cotton Farm, Leary, and Wright Farm Plans.
3. Co-coordinate the Watershed Management Program with the Engineering Division.
4. Develop Design and Engineering Plans for the Parker Meadow Accessible Trail Project.
5. Update the Open Space and Recreation Plan in collaboration with Recreation Department.
6. Implement the ACROSS Lexington Program in collaboration with the Greenway Corridor Committee.



**7130 Conservation**

*Town of Lexington, Massachusetts*



**Authorized/Appropriated Staffing**

	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Request
Conservation Administrator	1	1	1	1
Stewardship Coordinator	1	1	1	1
Town Ranger	0	0.3	0.3	0.3
<b>Total FTE</b>	<b>2</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>
<b>Total FT/PT</b>	<b>2FT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>

## 7130 Conservation

Town of Lexington, Massachusetts

### Budget Recommendations:

The recommended FY2016 General Fund Conservation budget is \$238,228, a \$7,408, or 3.21% increase over the restated FY2015 budget. The FY2015 budget is restated to reflect cost of living increases that were not included in the FY2015 budget as adopted at the 2014 annual town meeting.

The General Fund operating budget for Compensation is \$195,476 and reflects a \$1,588, or 0.82% increase, which is attributable to the cost of prospective step increases. FY16 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$42,752 and reflects a \$5,820, or 15.76% increase which is primarily driven by recommended program improvements including funds for town wide boardwalk and bridge maintenance in conservation areas, the Meagherville Bridge renovation and improvements at Daisy Wilson Meadow.

### Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	
Town wide Boardwalk and Bridge Maintenance	\$ 1,500	\$ -	\$ 1,500	\$ 1,500	\$ -	\$ 1,500	\$ -
Meagherville Bridge Renovation	\$ 1,100		\$ 1,100	\$ 1,100	\$ -	\$ 1,100	
Daisy Wilson Meadow Improvements	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -	\$ 3,000	\$ -
Conservation Contractual Hours - wetlands specialist	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000

## 7130 Conservation

Town of Lexington, Massachusetts

### Budget Summary:

Funding Sources	FY 2013 Actual	FY 2014 Actual	FY2015 Estimated	FY2016 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 165,170	\$ 162,946	\$ 202,588	\$ 209,556	\$ 6,968	3.44%
Directed Funding						
Fees	\$ 25,635	\$ 32,751	\$ 28,232	\$ 28,672	\$ 441	1.56%
<b>Total 7130 Conservation</b>	<b>\$ 190,805</b>	<b>\$ 195,697</b>	<b>\$ 230,820</b>	<b>\$ 238,228</b>	<b>\$ 7,408</b>	<b>3.21%</b>

Appropriation Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 158,229	\$ 161,407	\$ 193,888	\$ 195,476	\$ 1,588	0.82%
Expenses	\$ 32,576	\$ 34,290	\$ 36,932	\$ 42,752	\$ 5,820	15.76%
<b>Total 7130 Conservation</b>	<b>\$ 190,805</b>	<b>\$ 195,697</b>	<b>\$ 230,820</b>	<b>\$ 238,228</b>	<b>\$ 7,408</b>	<b>3.21%</b>

Program Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Total 7130 Conservation	\$ 190,805	\$ 195,697	\$ 230,820	\$ 238,228	\$ 7,408	3.21%
<b>Total 7130 Conservation</b>	<b>\$ 190,805</b>	<b>\$ 195,697</b>	<b>\$ 230,820</b>	<b>\$ 238,228</b>	<b>\$ 7,408</b>	<b>3.21%</b>

Object Code Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 158,229	\$ 161,079	\$ 191,932	\$ 193,501	\$ 1,569	0.82%
Overtime	\$ -	\$ 328	\$ 1,956	\$ 1,975	\$ 19	0.97%
Personal Services	\$ 158,229	\$ 161,407	\$ 193,888	\$ 195,476	\$ 1,588	0.82%
Contractual Services	\$ 23,316	\$ 24,765	\$ 29,361	\$ 30,561	\$ 1,200	4.09%
Utilities	\$ 1,612	\$ 2,012	\$ 2,371	\$ 2,371	\$ -	0.00%
Supplies	\$ 7,648	\$ 7,512	\$ 5,200	\$ 9,820	\$ 4,620	88.85%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 32,576	\$ 34,290	\$ 36,932	\$ 42,752	\$ 5,820	15.76%
<b>Total 7130 Conservation</b>	<b>\$ 190,805</b>	<b>\$ 195,697</b>	<b>\$ 230,820</b>	<b>\$ 238,228</b>	<b>\$ 7,408</b>	<b>3.21%</b>

## **7140 Health**

*Town of Lexington, Massachusetts*

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**Mission:** To protect and promote the health of the residents and those who work in or visit the Town through preventing the spread of disease, environmental hazards planning for public health emergencies, and supporting policies set by the Board of Health for individual and community health programs and services.

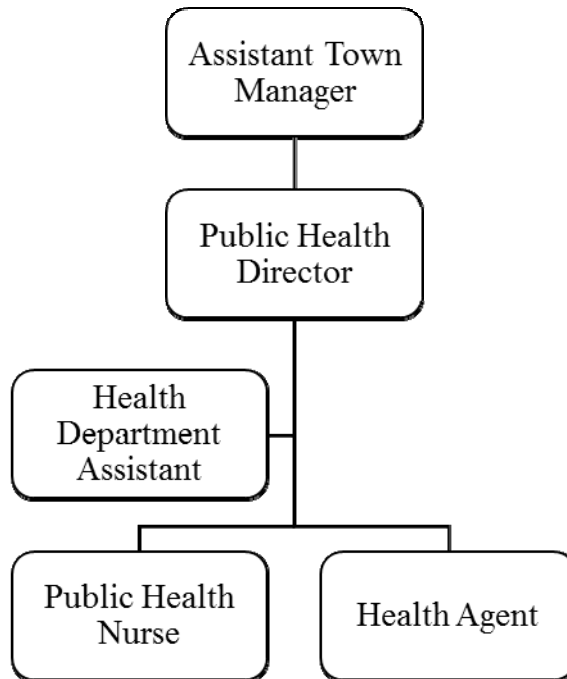
**Budget Overview:** The Health Division manages resources and programs designed to protect the health of the community including enforcing State and local health codes, administering health screening and vaccination programs, evaluating community health needs and developing intervention programs to prevent disease and disability. The Health staff is comprised of the Health Director, Health Agent, and a Public Health Nurse.

### **Departmental Initiatives:**

1. Continue pandemic flu planning, including continuing to partner with Human Services and Public Schools to provide vaccination clinics for the aging and school age population.
2. Continue Food Establishment Emergency Operations Policy planning.
3. Provide food and public health-related educational outreach materials to a targeted demographic based on needs identified in the Demographic Task Force's Report.
4. Establish an Abandoned Properties Task Force to coordinate a unified response for addressing code issues related to abandoned properties.
5. Implement the CHNA Healthy Communities Plan developed as a result of the grant-supported survey, per the awarded CHNA implementation grant funds.

**7140 Health**

*Town of Lexington, Massachusetts*



**Authorized/Appropriated Staffing**

	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Request
Public Health Director	1	1	1	1
Health Agent	1	1	1	1
Health Nurse *	0.6	0.6	0.6	0.6
<b>Total FTE</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>
<b>Total FT/PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>

\*The full-time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY 2009.

## 7140 Health

Town of Lexington, Massachusetts

### Budget Recommendations:

The recommended FY2016 All Funds Health budget inclusive of the General Fund operating budget and the Health Program Revolving Fund, which funds health clinics, is \$299,500. The recommended budget is a \$20,129, or 7.21% increase over the restated FY2015 budget. The FY2015 budget is restated to reflect cost of living increases that were not included in the FY2015 budget as adopted at the 2014 annual town meeting.

The FY2016 recommended Health General Fund operating budget is \$285,500, which is a \$20,129, or 7.59% increase from the restated FY2015 General Fund budget.

The General Fund operating budget for Compensation is \$221,158 and reflects an \$8,969, or 4.23% increase, which is attributable to the cost of prospective step increases. FY16 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$64,342 and reflects an \$11,160, or 20.98% increase which is primarily driven by a program improvement for rodent control and an increase for contractually required tuition reimbursement.

The FY16 recommended Health Programs Revolving Fund is recommended at \$14,000 which is unchanged from the FY15 authorization.

### Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	
Rodent Control Survey and Baiting	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ -

## 7140 Health

Town of Lexington, Massachusetts

### Budget Summary:

Funding Sources	FY 2013 Actual	FY 2014 Actual	FY2015 Estimated	FY2016 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 241,338	\$ 255,468	\$ 265,371	\$ 285,500	\$ 20,129	7.59%
Permits	\$ 48,241	\$ 50,750	\$ 46,320	\$ 48,927	\$ 2,607	5.63%
Health Department Revolving Fund	\$ 9,787	\$ 9,141	\$ 14,000	\$ 14,000	\$ -	0.00%
<b>Total 7140 Health</b>	<b>\$ 251,125</b>	<b>\$ 264,609</b>	<b>\$ 279,371</b>	<b>\$ 299,500</b>	<b>\$ 20,129</b>	<b>7.21%</b>

Appropriation Summary (All Funds)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 188,867	\$ 203,508	\$ 212,189	\$ 221,158	\$ 8,969	4.23%
Expenses	\$ 62,258	\$ 61,101	\$ 67,182	\$ 78,342	\$ 11,160	16.61%
<b>Total 7140 Health</b>	<b>\$ 251,125</b>	<b>\$ 264,609</b>	<b>\$ 279,371</b>	<b>\$ 299,500</b>	<b>\$ 20,129</b>	<b>7.21%</b>

Program Summary (All Funds)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Total 7140 Health	\$ 251,125	\$ 264,609	\$ 279,371	\$ 299,500	\$ 20,129	7.21%
<b>Total 7140 Health</b>	<b>\$ 251,125</b>	<b>\$ 264,609</b>	<b>\$ 279,371</b>	<b>\$ 299,500</b>	<b>\$ 20,129</b>	<b>7.21%</b>

Object Code Summary (All Funds)	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 188,867	\$ 203,392	\$ 210,034	\$ 218,931	\$ 8,897	4.24%
Overtime	\$ -	\$ 117	\$ 2,155	\$ 2,227	\$ 72	3.34%
Personal Services	\$ 188,867	\$ 203,508	\$ 212,189	\$ 221,158	\$ 8,969	4.23%
Contractual Services	\$ 47,254	\$ 48,602	\$ 53,121	\$ 64,281	\$ 11,160	21.01%
Utilities	\$ 1,624	\$ 1,363	\$ 1,801	\$ 1,801	\$ -	0.00%
Supplies	\$ 13,381	\$ 11,136	\$ 12,260	\$ 12,260	\$ -	0.00%
Small Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 62,258	\$ 61,101	\$ 67,182	\$ 78,342	\$ 11,160	16.61%
<b>Total 7140 Health</b>	<b>\$ 251,125</b>	<b>\$ 264,609</b>	<b>\$ 279,371</b>	<b>\$ 299,500</b>	<b>\$ 20,129</b>	<b>7.21%</b>

Appropriations Summary (General Fund)	FY 2013 Actual	FY 2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 188,867	\$ 203,508	\$ 212,189	\$ 221,158	\$ 8,969	4.23%
Expenses	\$ 52,471	\$ 51,960	\$ 53,182	\$ 64,342	\$ 11,160	20.98%
<b>Total 7140 Health</b>	<b>\$ 241,338</b>	<b>\$ 255,468</b>	<b>\$ 265,371</b>	<b>\$ 285,500</b>	<b>\$ 20,129</b>	<b>7.59%</b>

Appropriations Summary (Non-General Fund)	FY 2013 Actual	FY 2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Expenses						
7140 Health Programs Revolving Fund	\$ 9,787	\$ 9,141	\$ 14,000	\$ 14,000	\$ -	0.00%
<b>Total 7140 Health</b>	<b>\$ 9,787</b>	<b>\$ 9,141</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>0.00%</b>

## 7200 Planning

*Town of Lexington, Massachusetts*

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**Mission:** Guided by the Comprehensive Plan, the Planning Board and the Planning Office help residents to envision and work toward a community that serves the need of all its citizens and to manage growth and change. Supported by the Planning staff, the Board administers the Zoning By-law and reviews and permits applications for residential and commercial development.

**Budget Overview:** The Planning Department supports the Planning Board in the implementation of the Comprehensive Plan, the administration of the Subdivision Regulations, the determination of adequacy of unaccepted streets, the granting of special permits for residential development, site plan review and granting of special permits within the CM District and the review of planned development district proposals that go to Town Meeting. In addition, the staff engages in short and long term planning in regard to growth and development issues in Lexington, being active participants in various committees dealing with issues of transportation, affordable housing and economic development, as well as participating in regional and statewide initiatives. The planning staff participates on the Development Review Team, the Economic Development Advisory Committee, the Housing Partnership Board, the Traffic Safety Committee, Parking Management Group, Transportation Forum and the HOME Consortium.

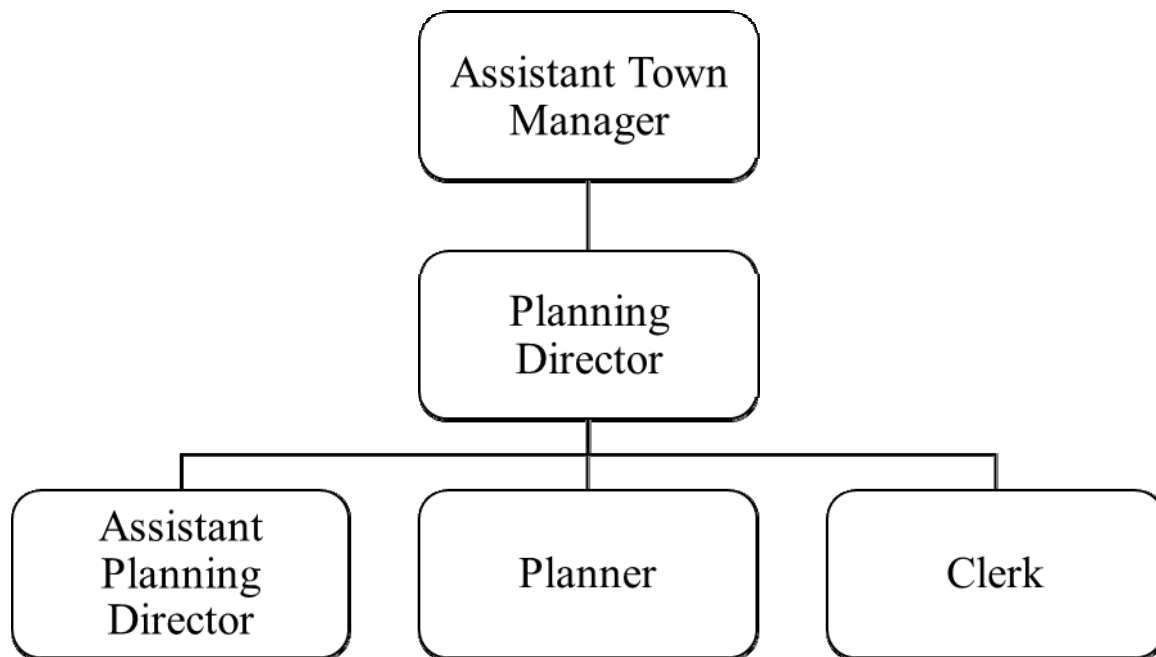
### **Departmental Initiatives:**

1. Update the zoning map to have parcel and zone lines correspond.
2. Examine the zoning districts, consider consolidation of commercial districts and creation of a new governmental district.
3. Draft the zoning bylaw changes that were identified as highly desirable during the recodification of the Zoning Bylaw.
4. Redraft the Planned Development Districts and consider combining the residential and commercial districts. Clarify and simplify the process.



**7200 Planning**

*Town of Lexington, Massachusetts*



**Authorized/Appropriated Staffing**

	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Request
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	0.63	0.63	1	1
Department Clerk/Administrative Assistant	1	1	1	1
<b>Total FTE</b>	<b>3.63</b>	<b>3.63</b>	<b>4</b>	<b>4</b>

<b>Total FT/PT</b>	<b>3 (FT)/1 (PT)</b>	<b>3 (FT)/1 (PT)</b>	<b>4 (FT)</b>	<b>4 (FT)</b>
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## 7200 Planning

Town of Lexington, Massachusetts

### Budget Recommendations:

The FY2016 recommended Planning Department budget is \$359,145. The recommended budget is an \$11,028, or 3.17% increase over the restated FY2015 budget. The budget is restated to reflect cost of living increases that were not included in the FY2015 budget as adopted at the 2014 annual town meeting.

The recommended budget for Compensation is \$316,470, and reflects a \$10,828 or 3.54% increase, which is attributable to the cost of prospective step increases and salary adjustments to one departmental position that is a member of a collective bargaining unit that has settled a contract through 6/30/16. FY16 Compensation for all other positions does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$42,675 and reflects a \$200, or 0.47% increase. Included in the recommended budget is a \$5,000 program improvement request to participate with other communities and the National Park Service in the implementation of a sign program in the Battle Road Scenic Byway.

### Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	
Battle Road Scenic Byway Project	\$ 5,000		\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ -
Comprehensive Plan Update, Economic Development	\$ 50,000		\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000

## 7200 Planning

Town of Lexington, Massachusetts

### Budget Summary:

Funding Sources	FY 2013 Actual	FY 2014 Actual	FY2015 Estimated	FY2016 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 267,766	\$ 268,953	\$ 331,389	\$ 336,444	\$ 5,055	1.53%
Fees	\$ 16,739	\$ 35,270	\$ 16,728	\$ 22,701	\$ 5,973	35.71%
<b>Total 7200 Planning</b>	<b>\$ 284,505</b>	<b>\$ 304,223</b>	<b>\$ 348,116</b>	<b>\$ 359,145</b>	<b>\$ 11,028</b>	<b>3.17%</b>

Appropriation Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 263,603	\$ 275,503	\$ 305,641	\$ 316,470	\$ 10,828	3.54%
Expenses	\$ 20,902	\$ 28,720	\$ 42,475	\$ 42,675	\$ 200	0.47%
<b>Total 7200 Planning</b>	<b>\$ 284,505</b>	<b>\$ 304,223</b>	<b>\$ 348,116</b>	<b>\$ 359,145</b>	<b>\$ 11,028</b>	<b>3.17%</b>

Program Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Total 7200 Planning	\$ 284,505	\$ 304,223	\$ 348,116	\$ 359,145	\$ 11,028	3.17%
<b>Total 7200 Planning</b>	<b>\$ 284,505</b>	<b>\$ 304,223</b>	<b>\$ 348,116</b>	<b>\$ 359,145</b>	<b>\$ 11,028</b>	<b>3.17%</b>

Object Code Summary	FY 2013 Actual	FY2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 261,843	\$ 274,684	\$ 302,491	\$ 312,220	\$ 9,728	3.22%
Overtime	\$ 1,760	\$ 819	\$ 3,150	\$ 4,250	\$ 1,100	34.92%
Personal Services	\$ 263,603	\$ 275,503	\$ 305,641	\$ 316,470	\$ 10,828	3.54%
Contractual Services	\$ 18,576	\$ 26,008	\$ 37,825	\$ 38,375	\$ 550	1.45%
Utilities	\$ -	\$ -	\$ -	\$ 600	\$ 600	0.00%
Supplies	\$ 2,326	\$ 2,712	\$ 4,150	\$ 3,700	\$ (450)	-10.84%
Small Capital	\$ -	\$ -	\$ 500	\$ -	\$ (500)	-
Expenses	\$ 20,902	\$ 28,720	\$ 42,475	\$ 42,675	\$ 200	0.47%
<b>Total 7200 Planning</b>	<b>\$ 284,505</b>	<b>\$ 304,223</b>	<b>\$ 348,116</b>	<b>\$ 359,145</b>	<b>\$ 11,028</b>	<b>3.17%</b>

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## 7300 Economic Development

*Town of Lexington, Massachusetts*

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**Mission:** The Economic Development Office works to encourage new investment and support our local businesses – big and small. A strong local business sector is a critical component of a healthy and sustainable community creating places to eat and shop, as well as opportunities for employment and added revenue to support local services. To that end, the Economic Development Office serves as a liaison for businesses and works to address business-related issues from parking to updating land use policy. The Office also works to retain and expand local businesses by providing information, conducting research, supporting a visitor-based economy, and leveraging State economic development tools and resources designed to improve the business environment. Finally, the Economic Development Office cultivates and maintains relationships with State-level resources for business development and infrastructure investment opportunities.

Tourism/visitor programs, supported by the Tourism Committee, continue to focus leveraging economic opportunities from tourism. The three programs—the Liberty Ride, the Battle Green Guides and the regional marketing program—are aimed at promoting Lexington in the Tourism industry.

**Budget Overview:** the Economic Development budget is divided into four elements: the Economic Development Office, the Liberty Ride, Tourism and the Visitor Center. The Liberty Ride and Tourism elements operate in conjunction with the Tourism Committee.

**Economic Development:** The Economic Development Director is tasked with strengthening the commercial tax base and providing services to existing and prospective businesses. The Economic Development Office is supported by the Economic Development Advisory Committee, is staff to the Lexington Center Committee, and is liaison to the Tourism Committee.

**The Liberty Ride:** This trolley tour of Lexington and Concord serves as the only public transportation link to the area's historic sites. The ridership continues to increase, and in 2016 the Liberty Ride will celebrate its 14<sup>th</sup> season. As a revolving fund, the Liberty Ride is funded through ticket sales.

**Tourism:** The Tourism Committee oversees the Battle Green Guides, who serve as ambassadors for the Town, teaching residents and visitors about our rich history, and encouraging them to visit our historic sites and shop and dine in town. The funding from this program provides guide coverage on the Battle Green from April through October. Marketing funds enabled the production and distribution of Lexington's first official Visitor's Guide and new international marketing materials.

**Visitors Center:** In September 2014, the Town's Economic Development Office assumed the operation of the Lexington Visitors Center and Gift Shop, formerly run by the Lexington Chamber of Commerce. The Visitors Center serves as the gateway to hospitality, tourism and cultural information and local resources. The Visitors Center is home to a small gift

## **7300 Economic Development**

*Town of Lexington, Massachusetts*

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shop filled with unique and local products. FY16 will be the first full year of operation of the Visitor Center under the Town's jurisdiction.

### **Departmental Initiatives:**

#### **Economic Development Director**

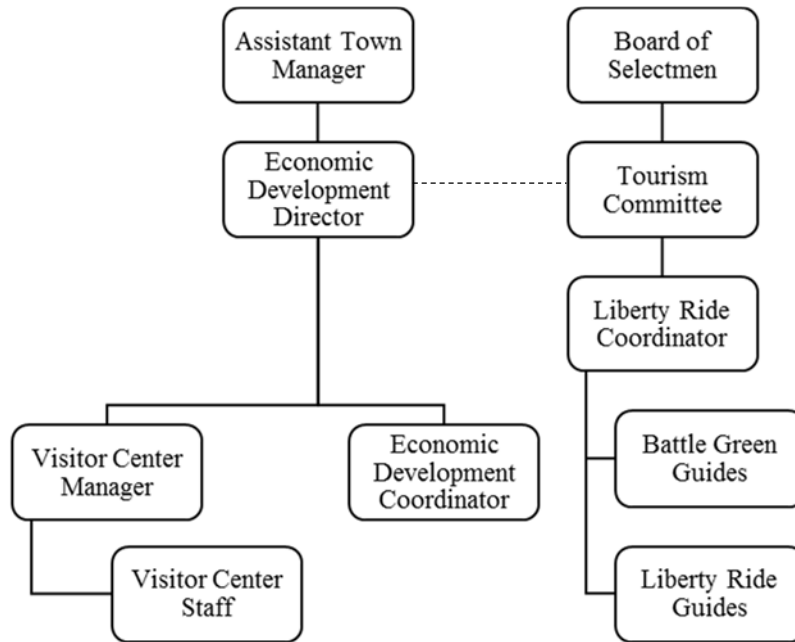
1. Implement the Phase 1 recommendations from the Center's Parking Management Plan.
2. Continue to support Hartwell Business District; including the "Rev Bus"- the area's business shuttle.
3. Ensure the Visitors Center remains open and operates to serve visitors and the community.

#### **Tourism/Visitor Activities**

1. Continue to target cultural tourism through the "Linger in Lexington" campaign.
2. Continue implementation of the Battle Green Master Plan.
3. Continue to foster Sister City relationship with Antony, France, including public input and approval for Antony Park design.

## 7300 Economic Development

Town of Lexington, Massachusetts



### Authorized/Appropriated Staffing

	FY 2013 Budget	FY 2014 Budget	FY2015 Budget	FY2016 Request
Economic Development Director	1	1	1	1
Economic Development/Visitor Services Coordinator				1
Visitor Center Manager				1
Visitor Center Staff (6PT)				4.75
Battle Green Guides	Seasonal	Seasonal	Seasonal	Seasonal
Liberty Ride Coordinator	0.5	0.7	0.7	0.7
Liberty Ride Guides	Seasonal	Seasonal	Seasonal	Seasonal
<b>Total FTE</b>	<b>1.5</b>	<b>1.7</b>	<b>1.7</b>	<b>8.45</b>

<b>Total FT/PT</b>	<b>1FT/1PT + Seas.</b>	<b>1FT/1PT + Seas.</b>	<b>1FT/1PT + Seas.</b>	<b>3FT/7PT + Seas.</b>
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Note: Visitor Center staffing is included above as this function was transferred from Chamber of Commerce in FY2015.

There are 7 Visitor Center staff, 1 works part-time and 6 work full-time.

## 7300 Economic Development

*Town of Lexington, Massachusetts*

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### **Budget Recommendations:**

The FY2016 recommended All Funds Economic Development budget inclusive of the General Fund operating budget and the Liberty Ride and Visitor Center Revolving Funds is \$686,305. The recommended budget is a \$150,954, or 28.20% increase over the restated FY2015 budget. The budget is restated to reflect cost of living increases that were not included in the FY2015 budget as adopted at the 2014 annual town meeting.

The FY2016 recommended General Fund Economic Development operating budget is \$289,434, which is a \$124,410, or 75.39% increase from the restated FY2015 General Fund budget.

The recommended General Fund operating budget for Compensation is \$162,746, and reflects a \$63,572, or 64.10% increase, which includes the cost of prospective step increases but is primarily attributable to the recommended program improvement of \$58,641 to fund a staff coordinator for tourism/visitor activities, to be supervised by the Director of Economic Development. The cost of this program improvement is offset by a \$6,250 decrease in funding for contractual services for tourism-related support services and the reallocation of \$22,846 from the Human Services' Transportation budget, which had provided staff support for the management of the Liberty Ride. With the exception of one position covered by a contract that expires on 6/31/16, FY16 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended General Fund operating budget for Expenses is \$126,688 and reflects a \$60,838, or 92.39% increase which is the result of funds required for the Town's share of estimated operational costs for the REV bus (\$45,400), a business-serving shuttle that runs between the Hartwell Avenue corridor and the Alewife Red Line Station, and an increase in the operating budget to cover that portion of estimated costs (\$18,788), of the Visitor Center that will not be covered by projected Visitor Center revolving fund revenue. The Town's share of the REV bus is proposed to be funded with an appropriation from the Transportation Demand Management (TDM) Stabilization Fund. In addition, the recommended expense budget includes \$2,000 for a program improvement request to fund the annual membership in the Middlesex 3 Coalition, a private-public partnership organized to strengthen and grow economic opportunities in the region, create and retain jobs, and increase and diversify the tax base.

The recommended FY16 Liberty Ride Revolving Fund request is \$279,871 which is a \$9,544, or 3.53% increase over FY15. This increase is a net change of multiple program line items which will be offset by ticket revenue, particularly from the projected increase in demand for chartered bus tours.



**Program: Office of Land Use, Inspectional Services  
and Economic Development**

## 7300 Economic Development

*Town of Lexington, Massachusetts*

### Budget Summary:

Funding Sources	FY 2013 Actual	FY 2014 Actual	FY2015 Estimated	FY2016 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 117,501	\$ 122,052	\$ 55,351	\$ 127,034	\$ 71,683	129.51%
TDM Stabilization Fund <sup>1</sup>	\$ -	\$ -	\$ -	\$ 45,400	\$ 45,400	-
Liberty Ride Revolving Fund	\$ 181,558	\$ 212,347	\$ 380,000	\$ 396,871	\$ 16,871	4.25%
Visitor Center Revolving Fund	\$ -	\$ -	\$ 100,000	\$ 117,000	\$ 17,000	14.53%
<b>Total 7300 Economic Development</b>	<b>\$ 299,059</b>	<b>\$ 334,399</b>	<b>\$ 535,351</b>	<b>\$ 686,305</b>	<b>\$ 150,954</b>	<b>28.20%</b>

Appropriation Summary (All Funds)	FY 2013 Actual	FY 2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 129,123	\$ 145,874	\$ 229,119	\$ 305,951	\$ 76,832	33.53%
Expenses	\$ 169,936	\$ 188,525	\$ 306,232	\$ 380,354	\$ 74,122	24.20%
<b>Total 7300 Economic Development</b>	<b>\$ 299,059</b>	<b>\$ 334,399</b>	<b>\$ 535,351</b>	<b>\$ 686,305</b>	<b>\$ 150,954</b>	<b>28.20%</b>

Program Summary (All Funds)	FY 2013 Actual	FY 2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Total 7310 Economic Development Office	\$ 81,441	\$ 87,045	\$ 125,974	\$ 190,993	\$ 65,019	51.61%
Total 7320 Liberty Ride	\$ 168,877	\$ 212,347	\$ 270,327	\$ 279,871	\$ 9,544	3.53%
Total 7330 Tourism	\$ 48,741	\$ 35,007	\$ 39,050	\$ 98,441	\$ 59,391	152.09%
Total 7340 Visitor Center	\$ -	\$ -	\$ 100,000	\$ 117,000	\$ 17,000	17.00%
<b>Total 7300 Economic Development</b>	<b>\$ 299,059</b>	<b>\$ 334,399</b>	<b>\$ 535,351</b>	<b>\$ 686,305</b>	<b>\$ 150,954</b>	<b>28.20%</b>

Object Code Summary (All Funds)	FY 2013 Actual	FY 2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 129,123	\$ 145,874	\$ 229,119	\$ 305,951	\$ 76,832	33.53%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Personal Services</i>	<i>\$ 129,123</i>	<i>\$ 145,874</i>	<i>\$ 229,119</i>	<i>\$ 305,951</i>	<i>\$ 76,832</i>	<i>33.53%</i>
Contractual Services <sup>1</sup>	\$ 164,457	\$ 185,887	\$ 245,081	\$ 303,004	\$ 57,923	23.63%
Utilities	\$ 359	\$ 438	\$ 1,200	\$ 1,500	\$ 300	25.00%
Supplies	\$ 4,371	\$ 1,211	\$ 58,451	\$ 64,850	\$ 6,399	10.95%
Small Capital	\$ 749	\$ 988	\$ 1,500	\$ 11,000	\$ 9,500	-
Expenses	\$ 169,936	\$ 188,525	\$ 306,232	\$ 380,354	\$ 74,122	24.20%
<b>Total 7300 Economic Development</b>	<b>\$ 299,059</b>	<b>\$ 334,399</b>	<b>\$ 535,351</b>	<b>\$ 686,305</b>	<b>\$ 150,954</b>	<b>28.20%</b>

Appropriations Summary (General Fund)	FY 2013 Actual	FY 2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 87,591	\$ 90,963	\$ 99,174	\$ 162,746	\$ 63,572	64.10%
Expenses <sup>1</sup>	\$ 42,591	\$ 31,089	\$ 65,850	\$ 126,688	\$ 60,838	92.39%
<b>Total 7300 Economic Development</b>	<b>\$ 130,181</b>	<b>\$ 122,052</b>	<b>\$ 165,024</b>	<b>\$ 289,434</b>	<b>\$ 124,410</b>	<b>75.39%</b>

Appropriations Summary (Non-General Fund)	FY 2013 Actual	FY 2014 Actual	FY2015 Restated	FY2016 Recommended	Dollar Increase	Percent Increase
Compensation						
7320 Liberty Ride	\$ 41,532	\$ 54,911	\$ 79,945	\$ 83,255	\$ 3,310	4.14%
7340 Visitor Center	\$ -	\$ -	\$ 50,000	\$ 59,950	\$ 9,950	19.90%
	\$ 41,532	\$ 54,911	\$ 129,945	\$ 143,205	\$ 13,260	10.20%
Expenses						
7320 Liberty Ride	\$ 127,345	\$ 157,436	\$ 190,382	\$ 196,616	\$ 6,234	3.27%
7340 Visitor Center	\$ -	\$ -	\$ 50,000	\$ 57,050	\$ 7,050	14.10%
	\$ 127,345	\$ 157,436	\$ 240,382	\$ 253,666	\$ 13,284	5.53%
<b>Total 7300 Economic Development</b>	<b>\$ 168,877</b>	<b>\$ 212,347</b>	<b>\$ 370,327</b>	<b>\$ 396,871</b>	<b>\$ 26,544</b>	<b>6.69%</b>

<sup>1</sup> FY2015 Expenses do not include a \$69,120 Appropriation Committee Reserve Fund Transfer for the Town's share of the costs of the Rev Bus between Hartwell Avenue and the Alewife T station.

## **7300 Economic Development**

*Town of Lexington, Massachusetts*

On September 22, 2014, the Town's Economic Development Office assumed the operation of the Visitor Center and Gift Shop. FY16 will be the first full year of operation. The recommended budget for the Visitor Center is \$135,788; however, \$117,000 is the amount of projected revenue for FY16 and proposed to be accounted for in the Revolving Fund. The remaining balance of the budget, approximately \$18,800 is proposed to be financed from the tax levy. If revenue from the Visitor Center exceeds projections, it will preclude the need to draw on the tax levy, in which case some, if not all of the \$18,800 will return to General Fund surplus at the end of FY16.

### **Program Improvement Requests:**

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	
Recording Secretary - Tourism	\$ 2,081	\$ 30	\$ 2,111	\$ -	\$ -	\$ -	\$ 2,111
Middlesex3 Coalition Annual Membership	\$ 2,000		\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ -
Distributor of Visitor Guides (part-time)	\$ 1,020	\$ 286	\$ 1,306	\$ -	\$ -	\$ -	\$ 1,306
Economic Development/Visitor Center Coordinator	\$ 58,641	\$ 14,792	\$ 73,433	\$ 58,641	\$ 14,792	\$ 73,433	\$ -